ODP 0-748
4 JUN 1980

MEMORANDUM FOR: Chief, Position Management and Compensation
Division, OPPPM

FROM: Bruce T. Johnson
Director of Data Processing

SUBJECT: Review of Position Management Survey of
the Office of Data Processing, Selected
Positions

REFERENCES: A. Memo fm C/PMCD dtd 28 Apr 80, same
subject.

B. Memo for the Record dtd 16 Jan 80,
subject: Review of Position Management
Survey of the Office of Data Processing
Selected Positions dated April 1979

1. My formal reply to reference A. is overdue, al-
though informal discussions have, I believe, kept you in-
formed about our progress. I can understand your concern
over the delay in meeting the anticipated schedule in our
joint memo for the record, but I hope you share my gratifi-
cation over the cause of the delay, that is, the active (if
time-consuming) involvement of ODP line managers in the process.
During the original survey these managers abdicated to some
extent their responsibility for understanding and directing
position management and classification within their components,
leaving such matters to staff experts. This has not been the
case during our current review. They are taking the review
very seriously and are trying to approach it systematically,
just as they would any problem presented to systems professionals.

2. I am pleased with this turn of events, and hope
it does not cause you too much inconvenience, because it is
providing my technically oriented managers with an invaluable
personnel management learning experience, causing them to
quantify in FES terms what it is they expect of systems pro-
fessionals at various grade levels in ODP. This translation
of what has been essentially a visceral, but nonetheless
accurate, grading scale to a quantitative and objective set
of factors has been a time consuming project, requiring much
coordination. We have learned much.

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3.   By the time you receive this memo, [   ] should have in draft form what we believe is a comprehensive set of benchmarks for positions in the systems programming job family. My Processing managers and I believe that benchmark development and approval is the most crucial step in our review. That is why we have devoted so much effort to it. If we cannot reach a mutual agreement at the abstract level of a benchmark, then writing position descriptions and performing desk audits will be futile exercises for us.

4.   Once we have reached a mutual understanding on the benchmarks, or have agreed to disagree and appeal to Don Wortman and Harry Fitzwater, we should be in a better position to estimate a realistic timetable for completion of the review. In the meantime we have begun to develop benchmarks for Phase II to keep the review as close to the original schedule as possible.

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5.   I understand the position this delay puts you in as a manager and your reasons for assigning [   ] to other pressing surveys. We have been very impressed with his professional and cooperative approach to this review. We would be greatly disturbed if he were unable to carry this review through to completion.

6.   I realize this survey has been in your "unresolved" column far longer than is desirable, but solicit your further patience as we work to complete documentation which should be of great value to ODP and to PMCD in the future.
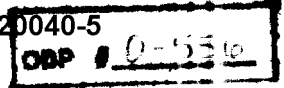
/s/ Bruce T. Johnson

Bruce T. Johnson

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O/D/ODP [   ] :ee/6-4-80

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ODP # 0-556

2 8 APR 1980

MEMORANDUM FOR: Director, Office of Data Processing

STATINTL   FROM:

Chief, Position Management
and Compensation Division

SUBJECT: Review of Position Management Survey of
                  the Office of Data Processing, Selected Positions

REFERENCE: Joint Memo for the Record, dated 16 Jan 1980;
                  Same Subject

1.   This is to acknowledge a delay in meeting the anticipated schedule for
PMCD review of positions in ODP as set forth in the referent memorandum. Due to
an unexpected delay in the receipt of benchmark work situation definitions from
ODP, we are unable to proceed as intended with the proposed schedule.

2.   With the exception of the OTR survey which is expected to be completed
very soon, this outstanding review of ODP is the oldest unresolved survey
remaining within the Agency. We share the same desire that this issue might be
resolved as soon as possible.

STATINTL   3.   However, with this delay and the workload of PMCD, I must now assign the
attendant Position Management Officer, [   ] to other pressing surveys
and duties. When the requested benchmarks and position descriptions have been
received from ODP I will attempt to retrieve [   ] at the earliest date STATINTL
to press on and resolve this unimplemented survey.

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MEMORANDUM FOR THE RECORD

SUBJECT: Review of Position Management Survey of the Office of Data
           Processing Selected Positions dated April 1979

1. PURPOSE: This memorandum officially records an informal understand-
ing between the Office of Data Processing (ODP) and the Position
Management and Compensation Division (PMCD) of the Office of Personnel
Policy, Planning, and Management regarding the subject review. It
presents the objectives and methodology for the review, including the
resolution of disputes between the parties. It also establishes the
responsibilities of the parties during the review and a timetable for
completion.

2. SCOPE: This review and any attendant reaudit of positions is
limited to the positions included in the subject survey, except that
positions established after the survey within the Divisions covered by
the survey will also be audited. This expansion of the original survey
will permit the implementation of the survey and review results to
establish the grade levels for all related positions in the Processing
Divisions of ODP.

3. BACKGROUND: In May 1978, ODP requested a survey of selected posi-
tions within the office. The purpose and scope of the survey were docu-
mented in the survey report dated April 1979. During the period of June
through September 1978, PMCD conducted a survey of the ODP selected
positions. PMCD audited ninety-two positions located in Systems
Programming Division (SPD), Engineering Division (ED), Operations
Division (OD), Production Division (PD), and the Management Staff (MS).
The resulting PMCD survey report, dated April 1979, presented several
position management recommendations as well as numerous position classi-
fication recommendations. Among the position classification recommenda-
tions were those to downgrade a significant number of the positions in
SPD, ED, and PD.

A meeting was held on 1 November 1979 between representatives of ODP and
PMCD to discuss the problem of implementing the survey findings. ODP
stated that several of the survey's position management recommendations
had been implemented but that ODP could not find sufficient documenta-
tion in the position classification findings to justify PMCD's recom-
mended grade levels. ODP established their intent to appeal the survey
findings on this basis. Both parties agreed that there appeared to be a
lack of documentation of the determinations that resulted in the survey
recommendations. They agreed to resolve the problem through a jointly
conducted review of the survey. During this review ODP and PMCD will
jointly develop benchmark position descriptions in FES format for rele-
vant ADP occupations. PMCD will then apply these benchmarks to the
positions in question. Mr. George Darnell will represent ODP and Mr.
Eugene Dammann will represent PMCD during the review.

4. OBJECTIVES: The objectives of the review are to:

   a. Establish mutually accepted position standards for application to ODP positions.

   b. Resolve differences in judgment concerning benchmarks and their application at the lowest level possible.

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   c. Use normal classification appeal channels and time requirements established in [   ] for disputed benchmark and position classification grade level findings.

   d. Establish a Staffing Complement (T/O) for ODP that accurately reflects the current working organization.

   e. Complete the review process in stages so that agreements and adjudications can be recorded in a timely fashion.

   f. Establish a timetable for expeditious but thorough completion of the review.

5. METHODOLOGY: The general steps in the review process are outlined below and covered in more detail in subsequent paragraphs. The steps are

   a. Develop benchmarks for an ADP occupational series.

   b. Apply the benchmarks to contested positions in ODP Divisions subject to this review.

   c. Record the results in stages in ODP's T/O.

   d. Appeal to the Director of Personnel Policy, Planning, and Management (D/OPPPM) (or the DDA and the DDCI if necessary) when unresolvable differences between PMCD and ODP occur.

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6. BENCHMARK DEVELOPMENT: PMCD [   ] and ODP [   ] will   STATINTL
jointly develop benchmark position descriptions in FES format for selected non-supervisory ADP positions by occupation and grade level. These benchmarks will conform as closely as practicable to existing OPM standards and will be developed with the intent of applying them to similar positions in other components throughout the Agency. The benchmark development process will consist of the following steps:

   a. ODP providing PMCD with the briefings and tours necessary to understand Processing's mission and functions in sufficient detail to classify positions in Processing.

   b. Agreement on which positions will best represent the ADP occupational series that exist in the Processing components of ODP and other components of the Agency. (Joint activity)

c. Writing benchmark descriptions in FES format that can be applied in all components of the Agency. (Joint activity)

d. PMCD determination of the levels for each factor in the benchmarks and the resulting GS grade level.

e. ODP review of the benchmark factor levels and grade.

f. Resolution by ODP and PMCD of any disagreement over grade levels that may occur.

g. ODP appeal to D/OPPPM for adjudication of differences that remain.

h. ODP appeal through Deputy Director for Administration (DDA) to D/OPPPM for resolution of the issues that remain.

i. DDA appeal to the DDCI for final decision (if necessary).

j. Agreement from other Agency components on the benchmark definitions for application at a later date. (PMCD independent activity)

7. BENCHMARK APPLICATION: As each occupational series of benchmarks is developed they will be applied to ODP positions as follows:

a. PMCD will apply the benchmarks to contested positions in the Divisions employing a particular occupational series, e.g., Systems Programmer.

b. PMCD will, when necessary, reaudit positions that were reviewed in the original survey to gather information necessary for grade determinations. Either PMCD or ODP may request that a particular position be reaudited.

c. PMCD will audit new positions established in Processing since the original survey when they are covered by a benchmark.

d. ODP will provide PMCD with a current position description (PD) for each position involved in the review.

e. ODP will provide PMCD with access to the incumbents of audited positions for purposes of personal interviews.

f. Classification determinations of encumbered positions will be based on current duties and responsibilities and not on projected duties, subject to the following understanding:

(1) A position encumbered by a qualified person for less than one year may be classified "pending grade review" based on the current PD. This tentative classification will be reviewed by PMCD when ODP states that the incumbent is performing the full range of duties in the PD, but in no case more than one year after the conclusion of this joint review exercise.

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(2) A position identified by ODP as temporarily occupied by an incumbent who is not fully qualified to perform the full range of duties contained in the current PD will be classified "pending grade review" based on the current PD. This tentative classification will be reviewed by PMCD when ODP states that a qualified candidate is occupying the position and performing the full range of duties in the PD.

g. Unencumbered positions for which ODP is seeking a qualified candidate will be classified "pending grade review" based on the current PD. This tentative classification will be reviewed by PMCD when ODP states that a qualified candidate is occupying the position and performing the full range of duties in the PD.

h. Classification determinations by PMCD will be performed according to the Procedures for Determining Grades by FES Standards prescribed in the Factor Evaluation System handbook published April 1978 by PMCD, with particular attention being paid to Recording the Results.

8. RECORDING THE RESULTS: When mutually accepted or properly adjudicated classification determinations have been made for all the positions included in a particular occupational series, PMCD will record the results in ODP's Staffing Complement, i.e., put it on the T/O books. This step will be subject to the following understandings:

a. Positions marked "pending grade review" in the Staffing Complement of other ODP components which are not subject to this review will not be considered unless there is a direct relationship to positions involved in this review.

b. Positions footnoted on the Staffing Complement as disputed grades (DISP GDE) will continue to be carried as such until the dispute is resolved by this review.

9. RESOLUTION OF DIFFERENCES: As differences arise regarding factor levels or position grades during benchmark development and application, ODP and PMCD will attempt to resolve them at the working level, i.e.,

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[   ] If this approach is unsuccessful, C/PMCD and D/ODP will attempt to resolve the difference. If this approach is unsuccessful, ODP may appeal to D/OPPPM for a resolution. Those differences that

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remain unresolved to D/ODP's satisfaction may be appealed to the DDA and DDCI for resolution as provided in [   ]. The resolution process will be subject to the following understandings and time limits:

a. Once PMCD has made grade level determinations on the benchmarks or ODP positions in an occupational series, ODP will have five working days to review the determinations and agree with them. If ODP disagrees, ODP must notify PMCD within the five-day period; otherwise, PMCD will assume agreement and implement the determinations.

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b. In cases where ODP chooses to disagree with PMCD's determinations, ODP will have 30 days to present new, relevant information regarding the benchmarks or positions in question and appeal the determinations to C/PMCD.

c. If agreement cannot be reached by presentation of this new information and reevaluation by PMCD, D/ODP will present all the issues for a particular occupational series for resolution by D/OPPPM within 30 calendar days of C/PMCD's final determination for the occupational series.

d. When ODP has exhausted its direct appeal to D/OPPPM for a particular occupational series, PMCD will record the results in ODP's Staffing Complement.

e. Where D/ODP disagrees with the decision of D/OPPPM, D/ODP may refer the matter to the DDA who, after review of the determinations, may meet with the D/OPPPM with the intent of reconciling the issues involved. If the D/OPPPM sustains the original classification decisions, the DDA may submit an appeal, through D/OPPPM, to the DDCI whose decisions will be final.

10. POSITIONS EXCLUDED FROM REVIEW: Miscellaneous disputed position issues not covered by the benchmarks being developed during this review will be resolved prior to the development of benchmarks. Except as noted below, all positions included in the April 1979 survey report will be subject to this review. The mutually agreed disposition of these positions is as follows:

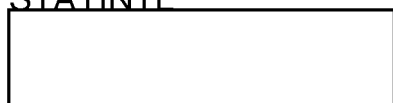| POSITION	DISPOSITION
Operations Division	
General Center	
New Computer Technician (2)	Delete - Ceiling used elsewhere.
Special Center	
New Computer Technician	Delete - Ceiling used elsewhere.
New Computer Operator	Delete - Ceiling used elsewhere.
Systems Programming Div., Office of Chief	
GC-56 Peripheral Equip. Op.	Changed to HD14 Clerk-Typing GS-5
Production Div., Data Conv. Br.	
New Computer Programmer	Established as BG50 Computer Programmer GS-7

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11. ANTICIPATED SCHEDULE: ODP and PMCD agree to adhere to the follow-ing schedule as closely as possible during the review.

ACTIVITY	COMPLETION DATE
a. Sign memorandum of understanding	15 Jan 1980
b. Establish occupational series to be covered by benchmarks (includes briefings by ODP for PMCD)	1 Feb 1980
c. Develop first set of benchmarks (Systems Programming, Telecommunications Specialist) (Impasse to D/OPPPM, DDA, or DDCI as required)	15 Mar 1980
d. Apply benchmarks in SPD & ED	1 May 1980
e. Resolve disputes on determinations (Impasse to D/OPPPM, DDA, or DDCI as required)	1 Jul 1980
f. Develop second set of benchmarks (probably Computer Specialist, Computer Equipment Specialist, and Computer Technician) (Impasse to D/OPPPM, DDA, or DDCI as required)	1 Sep 1980
g. Apply benchmarks in ED, PD, and MS	15 Nov 1980
h. Resolve disputes (Impasse to D/OPPPM, DDA, or DDCI as required)	15 Jan 1981

12. AMENDMENTS: This memorandum of understanding may be amended as needed by mutual agreement during the review.

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Director of Data Processing   Chief, Position Management and Compensation

_1/16/80_   _____
Date   Date